MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2019/2020

BPM2884- PERFORMANCE MANAGEMENT

(DISTANCE EDUCATION)

14 OCTOBER 2019
9.00 a.m. – 11.00 a.m.
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This question paper consists of **FIVE (5)** pages with 2 sections (excluding this cover page).
2. Section A: **TWENTY (20)** multiple choice questions. Answer **ALL** questions. (40 marks)
3. Section B: **THREE (3)** structured questions. Answer **ALL** questions. (60 marks)
4. Answer **Section A** and **Section B** in the answer booklet provided.

There are TWENTY (20) questions in this section. Answer ALL questions. Each question carries TWO (2) marks.

1. When employees of an organization do not see the performance management system as fair, the organization may witness from its employees all of the following EXCEPT:
   A. Job burnout
   B. Lowered self-esteem
   C. Increased turnover
   D. Lawsuits

2. Performance management systems should be thorough, meaning that:
   A. All employees should be evaluated
   B. An employee's flaws should be discussed at length
   C. The review should cover the entire review period
   D. A and C

3. Tangible returns include:
   A. Base pay
   B. Learning opportunities
   C. Respect from coworkers
   D. None of the above

4. All of the following are characteristics of an ideal performance management system EXCEPT:
   A. Reliability
   B. Meaningfulness
   C. Inexpensive
   D. Thorough

5. In what manner is performance management typically similar around the world?
   A. Standardization of performance measurement
   B. Emphasis on behavior versus results of employee performance
   C. Interpersonal aspects
   D. None of the above

6. A job description includes a summary of:
   A. Job duties
   B. Working conditions
   C. Needed KSAs
   D. All of the above

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7. Self-ratings of performance are important because they do all of the following EXCEPT:
   A. Emphasize discrepancies between the employee's and supervisor's views of performance
   B. Reduce employee defensiveness during an appraisal meeting
   C. Decrease employee satisfaction with the performance management system
   D. Increase employee ownership and commitment to the programs

8. Which of the following are primarily the responsibilities of the employee in terms of performance execution?
   A. Communication with supervisor
   B. Collection and sharing of performance data
   C. Commitment to goal achievement
   D. All of the above

9. People tend to attribute success to themselves and failure to external causes (i.e., factors outside of their control). This tendency is called:
   A. Social projection bias
   B. Optimism bias
   C. Availability heuristic
   D. Self-serving bias

10. Job descriptions are a key prerequisite for any performance management system because:
   A. Without them, employees will not "buy in" to the system.
   B. Performance management systems are not applicable unless certain job elements are present.
   C. They provide the criteria that will be used in measuring performance.
   D. They provide information to employees as to what tasks are most important in their jobs.

11. Three main types of teams based on the task complexity and membership configuration dimensions are:
   A. Static teams, dynamic teams, and routine teams
   B. Work or service teams, project teams, and network teams
   C. Work or service teams, nonroutine teams, and dynamic teams
   D. Work or service teams, project teams, and geographic teams

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12. The three types of performance to be assessed in a team performance management system are:
    A. Task performance, contextual performance, and team performance as a whole
    B. Task performance, organizational performance, and contextual performance
    C. Contextual performance, organizational performance, and team performance as a whole
    D. None of the above

13. With regard to project teams, when and how should performance measurements be taken?
    A. After the project is over and the results have been observed.
    B. After the project is over, but before results have been observed.
    C. During the project, because team members will not care about results once the project is over.
    D. During the project, because project teams are likely to disband once the project is over.

14. What is a self-funded reward?
    A. A reward that results from money the employee puts into the company in terms of stock purchases.
    B. A reward that results from money the team saves the company as a result of the team's efforts.
    C. A reward that comes out of the budget of the unit or division from which the team originates.
    D. A reward that the company sets aside for the best performer for that period.

15. What type of team learning provides members with best practices recommendations and time to practice those recommendations?
    A. Adaptive learning
    B. Emotional learning
    C. Transformative learning
    D. None of the above

16. _____ describes the coaching behavior that involves gathering information on whether performance deficiencies are due to lack of knowledge and skills, abilities, motivation, or situational factors beyond the control of the employee.
    A. Giving feedback
    B. Motivating employees
    C. Diagnosing performance problems
    D. Documenting performance

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17. Coaches who favor the _____ style of coaching follow rules and procedures before providing a recommendation.
    A. persuading
    B. directing
    C. amiable
    D. analyzing

18. Which of the following is a good suggestion for documenting performance in a useful and constructive way?
    A. Use general terms
    B. Focus on positive comments
    C. Use adjectives and adverbs sparingly
    D. Use different procedures for different personalities

19. What can a supervisor do to avoid a negative impact of feedback?
    A. Ensure that the employee is in a good mood before giving feedback
    B. Focus on specific behaviors rather than the employee overall
    C. Focus on positive behaviors rather than negative
    D. Ensure that no other employees are around to hear the feedback

20. How should a supervisor handle defensiveness?
    A. Ignore it
    B. Face it head on
    C. Refuse to allow defensive comments
    D. End any discussion as soon as defensiveness is recognized

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SECTION B: STRUCTURED QUESTIONS (60 Marks)

There are THREE (3) structured questions. Answer ALL questions. Each question carries 20 marks.

QUESTION 1

(a) Discuss the differences between the *results approach* and the *behavior approach* to measuring performance. Include an example of each.

(12 marks)

(b) Briefly discuss any TWO (2) advantages and TWO (2) disadvantages of using *peers* and using *supervisors* as the primary source in the performance appraisal process.

(8 marks)

[Total = 20 marks]

QUESTION 2

As the new Chief Human Capital Officer, you have been tasked to develop a new performance management system for your company. In order to do so, you need to analyse the types of performance management systems that are available.

(a) Explain the differences between the *comparative* and *absolute* performance management systems. Include an example of each type of system.

(4 marks)

(b) Discuss in detail any TWO (2) advantages and TWO (2) disadvantages of *comparative* and *absolute* performance management systems.

(16 marks)

[Total = 20 marks]

QUESTION 3

a) Describe in detail the FIVE (5) functions of coaching.

(15 marks)

b) Explain in detail any TWO (2) main purposes of feedback.

(5 marks)

[Total =20 Marks]

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